

DDA Registry  
File Personnel 5

John F. Blake  
Deputy Director for Administration  
Room 7D-24, Headquarters

5454

10 May 1976

Director of Personnel  
Room 5E-58

Fred:

I discussed at a 9 o'clock meeting one day last week the fact that the Director had interested himself in the attached matter and suggested the survey be undertaken. Please note on the blue routing slip a question he has written. If you can have the psychologists quickly structure three or four questions on the morale matter, it would appear in order to have them contained in the survey.

/s/ John F. Blake  
John F. Blake

Att

Att: DDA 76-2042 - D/OP Memo to Secretary, CIA Mgmt. Comm. dtd 22 Apr 76  
Subject: Employee Perceptions of New Directions in Personnel Management

Distribution:

Orig RS - D/OP w/Orig of Att (BY HAND)  
1 RS - DD/A Subject w/cy Att & DCI Comments  
1 RS - DD/A Chrono w/o Atts  
1 RS - JFB Chrono w/o Atts  
DDA:JFBlake:der (11 May 1976)

22 APR 1976

MEMORANDUM FOR: Secretary, CIA Management Committee

FROM : F. W. M. Janney  
Director of Personnel

VIA : Deputy Director for Administration

SUBJECT : Employee Perceptions of New Directions  
in Personnel Management

1. In January of this year the Management Committee was asked to approve the use of an Agency-wide employee survey as a tool to further evaluate the effectiveness of actions taken as a result of the "New Directions in Personnel Management." These "New Directions", approved by the DCI and the Management Committee, were implemented two years ago and since then significant changes have occurred in personnel management methods and procedures. At the January meeting the Management Committee agreed to the use of the employee survey to assist us in our ongoing effort to assess the results of personnel management actions taken against objectives set. The Committee requested, however, that no action be taken on the matter for about three months. That time has passed and we would like to proceed with our evaluation activity and conduct the Agency-wide survey in the months of May or June.

2. As we indicated in January one element of the "New Directions" was entitled "What Each Employee Can Expect His Career Service To Provide." Although insufficient time may have elapsed since implementation of the new policies for employees to become fully aware of the consequences to them, the feedback as to their impact on the employee will be an important input to the evaluation of our present personnel programs.

3. This survey intends to ascertain employee perceptions in the personnel management area. Although the survey will be limited to a 20-30 percent random sample of Agency employees, it will be sufficient to obtain a significant and representative cross section of views. The questionnaire will consist of about 80-90 items on a wide selection

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of issues pertinent to the achievement of our personnel management objectives. The results of this questionnaire would permit us to establish an Agency-wide benchmark for future reference and evaluation. In this regard we anticipate that surveys of this kind will be used regularly in the future to monitor employee attitudes regarding Agency personnel management practices. We shall incorporate portions of the employee questionnaire used by the Civil Service Commission in our survey format to enable us to make comparisons, where appropriate, with employee attitudes in the Federal Government at large.

4. A "skeleton" questionnaire is attached for your review. The subjects covered in the questionnaire will be fairly comprehensive but we would be pleased to include now or in future surveys a special supplement(s) covering areas of particular interest to the Heads of each of the Career Services. We should be ready to begin administering the questionnaires within three-four weeks from the date the survey is approved.

5. It is recommended that you endorse our use of Agency-wide employee surveys for personnel management evaluation purposes and approve undertaking a survey at this time. Following approval the accompanying memorandum to the DCI and Employee Bulletin should be forwarded for his information and action.

(Signed) F. W. M. Janney

F. W. M. Janney  
Director of Personnel

Atts.

Questionnaire  
Memo for DCI  
Employee Bulletin

DISTRIBUTION:

Orig - Adse  
1 - ER  
14- Mgmt. Comm.  
1 - DD/A  
1 - D/Pers  
1 - OP/PS

OP/P&C/PS/ [REDACTED] cmc (14 April 1976)

STATINTL

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UNCLASSIFIED	CONFIDENTIAL	SECRET
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EXECUTIVE SECRETARIAT

DCI

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		X	4/30/76	HB/
2	DDCI		X		
3	S/MC	X			
4	DDS&T	X			
5	DDI	X			
6	DDA	X			
7	DDO	X			
8	D/DCI/IC		X		
9	D/DCI/NIO		X		
10	GC	X			
11	LC		X		
12	IG	X			
13	Compt	X			
14	D/Pers				
15	D/S				
16	DTR				
17	Asst/DCI				
18	AO/DCI				
19					
20					
21					
22					

*Handwritten notes:*  
 BEN  
 Yes  
 How about a  
 question?  
 20 Apr  
 GFB  
 Monahan

SUSPENSE

Date

Remarks:

For discussion at a future Management Committee meeting.

MEA-144/A

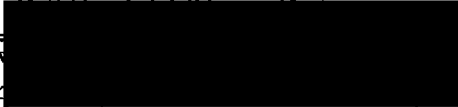
Executive Secretary

04/25/76

Date

STATINTL

STATINTL

TRANSMITTAL SLIP		DATE
TO: <i>D/Pres</i>		
ROOM NO.	BUILDING	
REMARKS:  <i>Fried —</i> <i>pls phone</i> <i>me —</i>  <i>Take up with</i> <i>Jack Blake</i> <i>Thurs AM</i>		
FROM		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

BACKGROUND INFORMATION

Instructions: Please answer the following questions by circling the number of the alternative which is most appropriate for you.

1. Approximately how long have you worked for the Agency?

1. Less than 3 years
2. 3-5 years
3. 6-10 years
4. 11-20 years
5. 21 years and over

2. What is your current GS level?

1. GS 03-07
2. GS 08-10
3. GS 11-13
4. GS 14-15
5. GS 16 or higher

3. What Directorate are you in?

1. DDA
2. DBI
3. DDO
4. DDS&T
5. ODCI

4. What is your sex?

1. Male
2. Female

5. What is your age?

1. 25 or Below
2. 26 - 34
3. 35 - 44
4. 45 and Over

D-R-A-F-T

SAMPLE ITEMS FOR PASG SURVEY

PERFORMANCE EVALUATION SYSTEMS

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
1. Overall, I believe that my Directorate has an effective personnel management program.	1	2	3	4	5	6
2. I understand my Directorate's system for making personnel rankings.	1	2	3	4	5	6
3. I feel I receive adequate communications on my performance evaluation.	1	2	3	4	5	6
4. I believe promotions in my Directorate are based on merit.	1	2	3	4	5	6
5. I am aware of the criteria used to evaluate my performance in my career service.	1	2	3	4	5	6

PERSONNEL/CAREER MANAGEMENT

6. To what extent has your personal career development been given consideration by your career service?
  1. My career has been carefully planned and that plan has been carefully followed.
  2. My career has been given substantial consideration.
  3. Some attention has been given my career development but no real planning.
  4. Career development has been substantially lacking, it is mostly based on circumstances.
  5. My career development has rarely or not even been considered.
  6. Unsure.

7. How effectively do you feel the following systems are being implemented in your Directorate? (Check the appropriate column.)

	Very Effectively	Adequately	Poorly	Unsure
1. Letters of Instruction (LOI)				
2. Annual Personnel Plan (APP)				
3. Personnel Development Program (PDP)				

8. How well do you feel you understand the following? (Check (✓) the appropriate column.)

	Understand Quite Well	Adequate Understanding	Understand Poorly	Don't Understand At all
1. LOI				
2. APP				
3. PDP				

CAREER COUNSELING

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
9. I feel my career service has assisted me with sound career guidance.	1	2	3	4	5	6
10. Personnel Management changes in the last 1-2 years have improved the career counseling of employees.	1	2	3	4	5	6
11. I am aware of who I should see regarding career counseling.	1	2	3	4	5	6



12. In which of the following areas do you feel the Agency counseling activities should receive more or less emphasis or if it is appropriate as it currently functions. (Check (✓) the column which most accurately reflects your feelings.)

	More Emphasis	Less Emphasis	Appropri- ate as is	Unsure
1. Personal Problems (marital, family, financial, etc.)				
2. Benefits (insurance, retirement, etc.)				
3. Career Issues (careerplanning, training, etc.)				
4. Work Problems (management/employ- ee relations)				
5. Problems related to Agency employment (security, cover, etc.)				
6. Other (Please specify)				

TRAINING

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
13. I believe training courses received in the Agency have been useful in my career development.	1	2	3	4	5	6
14. My training needs are given adequate attention by my supervisor.	1	2	3	4	5	6
15. My component has adequately utilized the additional train- ing I have received.	1	2	3	4	5	6

MOBILITY AND ADVANCEMENT OPPORTUNITIES

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
16. I feel I have adequate advancement opportunities in the Agency.	1	2	3	4	5	6
17. I feel there is adequate opportunity to transfer among the various Directorates of the Agency.	1	2	3	4	5	6
18. I feel there is an adequate opportunity for rotational assignments within my Directorate.	1	2	3	4	5	6

MISCELLANEOUS

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
19. The Honor and Merit Awards systems are used appropriately in the Agency.	1	2	3	4	5	6
20. I understand how the Agency's grievance procedure is suppose to function.	1	2	3	4	5	6
21. I feel the Agency's grievance procedure is adequate to meet the needs of Agency employees.	1	2	3	4	5	6
22. There are so many barriers between Directorates that the "One Agency" concept is not a very realistic possibility.	1	2	3	4	5	6

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
23. My Directorate's Personnel Handbook is a useful guide that answers most of my questions about personnel matters.	1	2	3	4	5	6
24. I feel the Personnel Handbook is written in an understandable fashion.	1	2	3	4	5	6

22 APR 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Agency Employee Survey

1. Two years have passed since we adopted a program to achieve greater uniformity of personnel management within the Agency. Much of this time has been devoted to reviewing and revamping personnel management methods and procedures. It is important that we now turn our attention to developing an ongoing effort to assess the results achieved against the objectives set.

2. We have kept our employees informed of our plans and objectives as well as the actions we have taken toward their achievement. If management is to ascertain how well our personnel management programs are contributing to the accomplishment of the Agency's mission, employee perceptions become important. Therefore, our next step should be to develop and conduct a personnel questionnaire survey, a technique common to the personnel management evaluation process.

3. We believe you share our concern that we continue the forward movement of the Agency's newly implemented personnel programs developed as a result of the recommendations made by the Personnel Approaches Study Group (PASG), a task force set up in late 1973 to study personnel management in the Agency. It is important that we communicate your concern to our employees and the best way to do this seems to be your endorsement of the Agency-wide survey which the Management Committee has approved. The survey represents a milestone critical to the achievement of the Office of Personnel DCI-level objective (OP-D-01-76).

4. For purposes of illustration a "skeleton" questionnaire is attached. It contains the primary elements effected by the new personnel policy. We would be pleased to include in it other areas of special interest to you. The survey would be administered to a 20-30 percent random sample of

Agency employees, which should be sufficient to obtain a significant cross section of employee views. Although we will have no basis for comparison with employee attitudes of a previous time period, we should be able to discern to some extent how PASG-inspired changes in Agency personnel management programs have impacted on employees. In addition, the survey would provide us a base line against which future evaluations and comparisons of employee perceptions of Agency personnel programs may be made.

5. It is recommended that you endorse the survey. The attached Bulletin informing employees of the survey is presented for your signature.

(Signed) F. W. M. Janney

F. W. M. Janney  
Director of Personnel

Atts.  
Questionnaire  
Employee Bulletin

Approved For Release 2000/08/04 : CIA-RDP79-00498A000500050007-4

Headquarters

# EMPLOYEE BULLETIN

## AGENCY-WIDE PERSONNEL MANAGEMENT SURVEY

1. Two years have passed since we adopted a program to achieve greater uniformity of personnel management in the Agency. Significant changes have been made to personnel management methods and procedures. It is now time to turn our attention to developing an ongoing effort to assess the results achieved.
2. We have kept you informed of our plans and objectives as well as the actions we have taken toward their achievement. Your perceptions of these actions are important to us in determining just how well our personnel management programs are contributing to the accomplishment of our mission. Therefore, I am requesting that you participate in an Agency-wide personnel management survey which I have asked the Director of Personnel to coordinate.
3. Since it is not possible to survey every employee in the Agency, we will administer the questionnaire to 20-30 percent of the employee population. This should be a sufficient sampling to obtain a significant cross section of views. Those of you selected will be contacted in the near future, and will have a special opportunity to make a personal contribution to future personnel policy decisions.
4. Those of you who are not selected should remember that you are excluded from the survey only because time and manpower limitations preclude a more extensive survey. Your ideas and perceptions are equally valuable. Should you have strong feelings about a personnel management matter and wish to make comments and suggestions to the Director of Personnel, please direct your correspondence to the Office of Personnel/Plans Staff, 626 C of C.
5. I take this opportunity to express in advance my appreciation for your cooperation in this survey. The results will be made available to you as soon as the responses have been compiled and analyzed.

George Bush  
Director

DISTRIBUTION: ALL EMPLOYEES

Approved For Release 2000/08/04 : CIA-RDP79-00498A000500050007-4